UNITED
NATIONS

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Secretariat

ST/AI/413
25 March 1996

ADMINISTRATIVE INSTRUCTION

To: Members of the staff

From: The Under-Secretary-General for Administration and Management

Subject: PLACEMENT AND PROMOTION*

Introduction

The purpose of the present administrative instruction is to revise the placement and promotion system introduced by administrative instruction ST/AI/390 and Corr.1 of 15 November 1993 and 2 February 1994, respectively, in order to provide certain clarifications, and to incorporate a number of amendments that were recommended by the Staff Management Coordination Committee and approved by the Secretary-General. 1/

In accordance with the Secretary-General's bulletin ST/SGB/267, dated 15 November 1993, this system provides for the announcement of vacancies as they occur or are foreseen. This procedure applies also to movements of staff for periods of one year or more between departments and offices, whether by lateral transfer or reassignment. Therefore, these movements shall be subject to the procedures set out below, including circulation of vacancies, recommendation from the head of the department or office, and review by the appointment and promotion bodies. 2/

The present instruction cancels and supersedes administrative instruction ST/AI/390 and Corr.1 with immediate effect.

Notification of vacancies to the Office of Human Resources Management

Every month departments and offices shall forward to the Office of Human Resources Management, or to the local personnel office for locally recruited

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* Personnel Manual index No. 4086.

staff, a list of all current and forthcoming vacancies, with an indication of how they propose to fill them. Forthcoming vacancies that can be foreseen, such as those due to retirement, must be forwarded no later than six months in advance. The lists shall include the post number, the grade and title of the post, the organizational unit, the duty station in cases where the head office of the department/office is at a different duty station and a brief description of the functions as contained in the classified job description.

The requirement for reconfirmation of the classified level of the post shall be waived with respect to posts classified within five years prior to the announcement of a vacancy, provided the department/office concerned certifies that there has been no change in functions.

Notification and circulation of vacancies to the staff at large

The Office of Human Resources Management or the local personnel office shall ensure the early issuance of vacancy announcements as soon as the request and corresponding job description are received from the department/office concerned. The Office of Human Resources Management shall publish regularly, at intervals no longer than one month, a Secretariat-wide list of vacant posts for all categories of staff to be filled internally, except for those subject to local recruitment at offices away from Headquarters, which shall be published by the local personnel office. 3/

Staff members interested in being considered for a listed vacancy should state their interest in that post within three weeks from the date of transmission of the list from Headquarters, by a memorandum, telegram or fax of no more than one page in which they indicate their name, index number, the title of the post, vacancy number, an update of the factual information that is in their official status file and a statement as to why they believe they are qualified for the post under consideration. A copy of their latest performance evaluation report or performance appraisal, if available, should also be attached. This communication should be addressed to the Office of Human Resources Management for all posts at Headquarters and United Nations information centres and all posts at levels P-5 and above. In all other cases the information should be sent to the local personnel office.

Departmental review

The Office of Human Resources Management, or the local personnel office, as appropriate, shall submit to the head of the department/office all applications received that meet the basic eligibility criteria for the particular post. Heads of departments/offices, after reviewing all candidatures and considering the advice of the departmental panels, as explained in the annex to the present instruction, shall make their recommendations for filling the post, which should be forwarded:

(a) To the Office of Human Resources Management as regards all posts P-5 and above in the Professional category regardless of duty station;

(b) To the Office of Human Resources Management as regards all other posts, Professional and General Service and related categories, in New York;

(c) To the Office of Human Resources Management as regards United Nations information centre posts at all levels;

(d) To the local personnel offices as regards posts P-2 to P-4 and the General Service and related categories in offices away from Headquarters.

One copy of the presentation to the local Appointment and Promotion Committee at duty stations away from Headquarters should be forwarded to the Assistant Secretary-General for Human Resources Management, for information and monitoring.

All vacant posts shall normally remain unencumbered until the permanent assignment of a candidate through internal reassignment, lateral transfer or promotion. Exceptionally, departments/offices may, with the prior approval of the Office of Human Resources Management, temporarily assign a staff member from within the department/office against a higher level vacant post while the regular procedure for filling posts is followed. Such exceptional assignments shall be limited in duration to three months and shall not give an advantage to the staff member concerned over other candidates.

Review by the appointment and promotion bodies

Departments/offices shall present their recommendations to the appropriate appointment and promotion body, in writing and orally, if required, with a copy of the written presentation to the Office of Human Resources Management or the local personnel office. In addition to information on applicants for the posts, the Office of Human Resources Management or the appropriate personnel offices shall provide to the reviewing bodies the reports of the departmental panels and other information on collaterals that may assist them in making their own recommendations, including timely performance evaluation reports or performance appraisals. On a confidential basis, at the time of the meeting when a case is to be reviewed, departments/offices shall make available to the relevant appointment and promotion body tables showing: (a) current vacancies at the level of the advertised post; (b) posts at that level soon to become vacant; and (c) posts encumbered at a lower level. Those tables shall be returned to the representatives of the department/office concerned at the end of the meeting. Special emphasis shall be placed on providing the reviewing bodies with information concerning qualified women in the broader context of administrative instruction ST/AI/412.

Applicants for a vacancy who were not recommended by the department or office shall be so notified and invited to provide, within 10 days, any additional information relevant to their suitability for the vacancy that may not have been available to the appointment and promotion bodies. The appointment and promotion bodies shall consider the additional information prior to making their recommendations.

Staff are urged to review regularly their official status files and to bring to the attention of their executive/administrative officer any relevant missing information so as to update all information provided therein. In the case of performance evaluation reports, it is the responsibility of the executive/administrative officer to bring such reports up to date.

The paramount consideration in the assignment or promotion of staff shall be the necessity of securing the highest standards of efficiency, competence and integrity. The criteria for promotion set out in this paragraph apply to all staff members without exception, and supersede any differing criteria that may have been applied in the past. The reviewing bodies should take into account the following elements:

(a) Past performance, competence, efficiency and demonstrated potential to perform at the higher level;

(b) Integrity;

(c) Relevant experience and seniority;

(d) Relevant academic training and professional qualifications and achievements;

(e) Supervisory abilities and leadership capabilities, if applicable;

(f) Record of mobility and service in hardship duty stations, when appropriate;

(g) Linguistic proficiency.

As provided for under administrative instruction ST/AI/412, before a post is filled, a department/office must provide documented evidence of its efforts to identify women candidates, particularly for posts at levels P-5 and above. The reviewing bodies are hereby invited to evaluate the department/office efforts and to formulate their recommendations accordingly.

Special attention shall be paid by the Office of Human Resources Management, personnel offices away from Headquarters and the appointment and promotion bodies to staff members who have repeatedly applied for vacant posts for which they are qualified and have not been selected.

All appointment and promotion committees shall refer their recommendations to the Appointment and Promotion Board for review.

The head of the department/office, or his/her representative where the vacancy is located, may be invited to make an oral presentation when the Appointment and Promotion Board considers recommendations for promotion against vacant posts in that department/office, unless the recommendation pertains to an office away from Headquarters, in which case the Office of Human Resources Management shall present the case on behalf of the office concerned. After reviewing all applicants that meet the basic eligibility criteria for the particular post and eligible staff in the departments/offices concerned the

Board shall formulate its recommendations. The head of the department/office shall be informed of the Board's recommendations so that he or she can make comments to the Board, if he or she so wishes, on the recommendations of the Board. These comments, together with the report of the departmental panel, shall be reflected in the report submitted by the Board to the Secretary-General, for a final decision.

No staff member shall be recommended for promotion unless a vacancy at the higher level has been identified.

Other information

Staff selected and all applicants shall be informed of the Secretary-General's final decision regarding their candidature.

The Office of Human Resources Management shall publish a monthly list of staff transferred laterally or promoted under this system.

In the case of promotions, the earliest possible date for the implementation of such a promotion shall be the first of the month following the decision of the Secretary-General to promote, subject to the availability of a post.

In the case of posts which involve significant functions in financial management, personnel management and general administration, prior consultation with and approval by the officials indicated in the Secretary-General's bulletin ST/SGB/213/Rev.1 is required before any placement in or promotion to these posts can be effected; the Office of Human Resources Management shall be responsible for obtaining such approvals prior to submission to the appointment and promotion bodies. In the case of P-1 to P-4 level posts, local personnel offices should address their requests for clearance to the Office of Human Resources Management, which will follow up with the appropriate officials and inform the offices away from Headquarters of the decision.

Notes

1/ As was the case for ST/AI/390, the present instruction does not apply to staff in the Field Service category. Until further notice, this group of staff will continue to be reviewed annually for promotion purposes. Neither does this revision apply to promotions consequent on passing a competitive examination, which are governed by new staff rule 104.15.

2/ It is the long-term intention of the Organization to circulate all vacant posts. However, for the time being, heads of departments/offices may continue to reassign staff within their departments/offices to posts at the same level and inform the Office of Human Resources Management, or the local personnel office, for locally recruited staff, in the monthly report referred to in paragraph 4. Posts so encumbered will not be included in the monthly publication of vacancies to be filled.

3/ This procedure will not be required for filling, on an interim basis, posts vacated by temporary detachment (including mission assignment) or absence of the incumbent. Also on an interim basis, the requirement that a vacancy announcement be issued will be waived when the classification of the functions of an encumbered post has been upgraded, provided however that the same staff member has encumbered the post for at least three years.

Annex

DEPARTMENTAL PANELS

1. The departmental panels, which have been established to advise heads of departments and offices on the filling of vacancies in the department/office will be maintained. These panels will be constituted by the head of the department/office and will include departmental staff representing the head of the department/office, as may be appropriate, an equitable number of representatives designated by the staff of the department/office, at an appropriate level (in the Professional level and General Service category depending on the category of the post to be reviewed) a/ as well as an officer of the Office of Human Resources Management or the local personnel office acting as an ex officio member to advise on applicable rules and procedures. Alternates should be designated to ensure that staff absences do not unduly delay the convening of the panels. In small duty stations and in duty stations comprising one department/office, one or two officers of the local staff representative body may serve as members of the panel.

2. For each vacancy to be filled by promotion, a review will be conducted by the departmental panels. This review will cover all eligible staff in the department/office concerned, i.e., all staff members at the required level with appropriate seniority and qualifications who are currently or were previously part of the occupational group to which the advertised post belongs. The review will also include all qualified applicants for the post, whether from another department/office or from outside the Secretariat.

3. The panels, which shall be guided by the criteria listed under paragraph 13 of the present document, will submit their recommendations on candidates to be considered for promotion to the head of the department/office. A copy of the reports of departmental panels will be forwarded to the Assistant Secretary-General for Human Resources Management and will be made available to the appointment and promotion bodies.

Notes

a/ Where appropriate, another member will be nominated from Trades and Crafts/Security Services.

UNITED
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Secretariat

ST/AI/414
29 March 1996

ADMINISTRATIVE INSTRUCTION

To: Members of the staff

From: The Under-Secretary-General for Administration and Management

Subject: 1996 EARLY SEPARATION PROGRAMME

Introduction

1. The General Assembly, by its resolution 50/215 A of 23 December 1995, approved the programme budget for the biennium 1996-1997, and decided at the same time that anticipated reductions in the amount of $104 million would have to be achieved. By its resolution 50/214 of the same date, the Assembly also mandated a 6.4 per cent vacancy rate in 1996-1997 in both the Professional and the General Service and related categories throughout the Secretariat. In order to achieve these reductions and to meet the vacancy rate, a modified early separation programme is being introduced so as to have as little adverse impact as possible on individual staff members.

2. The new feature of this programme, as compared to a similar programme in 1995, 1/ is the possibility offered to staff members for continued contribution to the United Nations Joint Staff Pension Fund (the "Pension Fund"). Staff members who are within two years of reaching age 55 and/or completing 25 years of contributory service in the Pension Fund will have the option to use, for a period of up to two years, part of their termination indemnity as determined in accordance with the Staff Regulations for the purpose of continued full contribution to the Pension Fund. Such an arrangement will enable them to qualify for the lower rate of reduction of pension benefit set out in article 29 of the Pension Fund regulations which requires participants to be at least 55 and to have 25 years or longer of contributory service in the Pension Fund.

Eligibility to apply

3. The programme is open to all levels of staff, including those in the Professional and higher categories, Field Service, General Service and related categories, who hold permanent appointments and have, as of 1 April 1996, at

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least two years to serve before reaching the normal retirement age. Exceptionally, however, staff members on permanent appointments having less than two years to serve until the normal retirement age may request to be considered for early separation, on the understanding that the termination indemnity and any amount paid in lieu of notice may not exceed the total amount of the salary and all emoluments they would have received had they remained in service until their normal retirement age. Subject to that maximum, the termination indemnity will be computed on the basis of the number of months remaining until the staff member reaches retirement age if this number is lower than the number of months normally provided for under the Staff Regulations.

Termination indemnity

4. Three options are available to staff as regards the manner in which the termination indemnity may be paid. These options are different methods of paying the termination indemnity. Staff will be considered to have separated, except for pension purposes, as of the date on which they cease to perform official duties. As of that date, they will not be entitled to the visa status of a United Nations official. Staff will sign an acknowledgement that they understand these conditions. The three options are:

(a) A lump sum in accordance with annex III to the Staff Regulations and, consistent with the authority of the Secretary-General, an additional amount equal to 50 per cent of that indemnity, in accordance with staff regulation 9.3 (b);

or

(b) A period of special leave with full pay (SLWFP), inclusive of all entitlements, provided that the cost to the United Nations of such leave is no greater than the total lump-sum amount in subparagraph (a) above. A period of special leave without pay (SLWOP) for a maximum duration of two years, during which no entitlements or service credits would accrue, may be substituted or added at the request of the staff member;

or

(c) For the purposes of this programme, staff members who are in 1996 within two years of reaching age 55 and/or completing 25 years of contributory service in the Pension Fund may, upon their written request, be placed for a maximum period of two years on special leave for pension purposes to enable them to reach age 55 and to complete 25 years of service. 2/ The entire cost of the full pension contribution of both the staff member and the Organization for the period in question will be deducted from the termination indemnity and remitted in advance to the Pension Fund by the Organization to cover the period of special leave for pension purposes, which will be treated as leave without pay. Upon being placed on special leave for pension purposes, the staff member will be paid the balance of the termination indemnity, provided however that an amount equivalent to 10 per cent of the total pension contributions will be withheld against the possibility of an increase in pension contributions during the period of leave for pension purposes. Should such an increase occur, the Organization would pay to the Pension Fund the increased contribution, the

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increase being deducted from the amount withheld. Any unused amount will be paid at the end of the period to the separated staff member, who will receive an accounting of all payments made for pension contributions. An explanatory note and examples of this option are provided in the annex to the present instruction.

5. Staff will also be paid such other entitlements as repatriation grant and commutation of accrued leave of up to 60 days in accordance with the applicable staff regulations and rules.

Notice

6. Staff members whose permanent appointments are terminated are entitled to a three-month notice period which shall start from the date on which they are informed that their agreed separation has been approved by the Secretary-General.

7. Staff who elect to receive their termination indemnity as a lump sum and those who elect to be placed on special leave for pension purposes may either serve the notice period or be separated immediately (within five working days) and receive compensation in lieu of notice. The special leave for pension purposes referred to in paragraph 4 (c) above shall begin as of the date on which the separation would otherwise have taken place.

8. Staff who elect special leave with full pay or a combination of special leave with full pay and special leave without pay under paragraph 4 (b) above will not be entitled to payment in lieu of notice as they will be separated after a period well in excess of the notice period.

Conditions

9. Staff separated in accordance with the provisions of this instruction will be precluded from employment with the United Nations, its subsidiary organs and programmes for a period of four years following separation. Staff who opt for special leave for pension purposes will be requested to sign an agreement acknowledging that they have severed all ties with the Organization except for the status of special leave for pension purposes, and that all their entitlements from the Organization, with the exception of refund of amounts retained for pension contribution, will be fixed and finally settled on the basis of their status as of the date they commence special leave.

United Nations Joint Staff Pension Fund

10. The amounts payable described in paragraph 4 above are over and above any pension benefits due to a staff member after cessation of participation in the Pension Fund in accordance with its regulations.

Staff member's application

11. Staff members who fulfil the eligibility criteria and who wish to be considered for the early separation programme are invited to submit a request to that effect to their executive officer or chief of administration at overseas

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duty stations no later than 12 April 1996, indicating the proposed date of separation and the option they would prefer under paragraph 4 above. If the request is endorsed by the head of department or office, a mutually acceptable separation date shall be established. Staff members may also wish to request the Pension Fund to ascertain their entitlements based on the proposed separation date.

Role of the department or office

12. The head of department or office shall consider the request and make a recommendation to the Assistant Secretary-General for Human Resources Management 3/ based on the priorities and needs of the department or office consistent with the programme budget. Particular attention should be given to the need to achieve the reductions called for by the General Assembly in its resolutions 50/214 and 50/215. The recommendation shall include the following information, preferably in tabular form:

(a) Name of staff member;

(b) Index number;

(c) Category/Level;

(d) Date of birth;

(e) Date of entry on duty;

(f) Post number encumbered by the staff member and source of funding;

(g) Payment option for termination indemnity selected by the staff member;

(h) Estimated cost of termination package;

(i) Estimated cost of staff assessment.

A written undertaking from the staff member seeking agreed separation not to contest either the separation from service requested or the terms of the separation package proposed must be attached to the recommendation of the head of department or office. 4/

Review process

13. Following a review by the Assistant Secretary-General for Human Resources Management, and drawing on the priority order set by the heads of department or office, the Under-Secretary-General for Administration and Management will make the final decision on behalf of the Secretary-General on the basis, inter alia, of available financial resources. In all cases, consistent with the best interests of the Organization, the Secretary-General reserves his right to reject or defer a staff member's application for an agreed separation.

Inquiries

14. Staff members should address any questions regarding the agreed separation programme to their executive officer at Headquarters, or their chief of administration at overseas duty stations. Inquiries pertaining to pension benefits should be made directly to the Secretary of the United Nations Joint Staff Pension Committee.

Timing

15. Recommendations from heads of department or office, pursuant to paragraph 12 above, should be received by the Assistant Secretary-General for Human Resources Management no later than 20 April 1996. The decision of the Secretary-General will be conveyed to the heads of department or office by 30 April 1996.

General

16. This agreed separation programme in no way prejudices the right of the Secretary-General to pursue the termination of appointments in cases where the basis for separation is unsatisfactory performance or any other reason consistent with the Staff Regulations and Rules.

Notes

1/ See ST/AI/403.

2/ Amendments to the Staff Rules for this purpose will be promulgated shortly.

3/ For Geneva, Vienna and Nairobi, the recommendations should be addressed to the Director of Administration who will review them and transmit a consolidated list to the Assistant Secretary-General for Human Resources Management.

4/ Appropriate forms will be distributed to all departments and offices.

Annex

Special leave for pension purposes

Explanatory note and examples

1. The purpose of this annex is to amplify the option described in paragraphs 2 and 4 (c) of the administrative instruction and to provide practical examples of how these arrangements would be implemented.

2. The aim of this option is to allow staff members to reach both the minimum age to take early retirement (age 55) and, in the context of early retirement, to benefit from the substantially lower reduction rate specified under article 29 (b) (i) of the Pension Fund regulations which is available to staff members age 55 or over having completed at least 25 years of contributory service in the Fund.

3. While both thresholds (age and years of contributory service) have to be reached to qualify for the application of the lower reduction rate contained in article 29 (b) (i) of the Pension Fund regulations, a number of scenarios can be envisaged because, in some cases, one of these thresholds has already been reached, i.e. staff member age 54 with 26 years of service, or staff member age 56 with 24 years of service, while in other cases, neither have yet been attained, i.e. staff member age 54 with 23½ years of service.

4. The option is offered in the context of the 1996 early separation programme. The maximum allowable duration of the special leave for pension purposes to reach **either** or **both** thresholds is two years.

5. Three examples are provided below to explain the arrangement. They all relate to a P-5, step IX staff member, paid at the dependency rate, for which current basic annual amounts of base net salary (which is the amount used to calculate the termination indemnity) and pensionable remuneration (PR) are $66,501 and $119,303, respectively.

(a) **Staff member with 25 years of contributory service in the Pension Fund as of 31 December 1995, who reached age 53 in September 1995 and who agrees to separate on 31 August 1996, and requests to be placed on special leave for pension purposes immediately thereafter.**

In this case, one of the thresholds has already been reached (years of contributory service); the aim is to reach the second one (age 55); this will occur in September 1997, i.e. 13 months after his/her separation date:

(i) Termination benefit (+ 50 per cent rate):

$66,501 + 50 per cent of 66,501: $99,752 (rounded)

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(ii) Full Pension contribution (13 months) for the period 1 September 1996 through 30 September 1997:

23.7 per cent of $119,303 x $\frac{13}{12}$ = $30,631 (rounded)

(iii) 10 per cent of (ii) to cover potential increases in PR above:

$3,063 (rounded)

(iv) Benefit payable upon departure (31 August 1996):

$99,752 - ($30,631 + $3,063) = $66,058

(v) Amount payable in October 1997 (on the assumption that the PR did not increase between 1 September 1996 and 30 September 1997): $3,063 (refund of unused 10 per cent share)

Note: On the assumption that approval has been given on behalf of the Secretary-General in April 1996 and that the staff member will leave on 31 August 1996, no compensation in lieu of notice is paid as notice period will have been served.

(b) **Staff member who reached age 55 in September 1995 and will have 23 years of contributory service in the Pension Fund at the end of July 1996.**

In this case, one of the thresholds has already been reached but the staff member still needs two years of contributory service as of 31 July 1996 to reach the 25-year threshold. He/She will be placed on special leave for pension purposes as of 1 August 1996 for a two-year period:

(i) Termination benefit (+ 50 per cent rate): $99,752 (rounded)

(ii) Full Pension contribution (2 years):

2 x 23.7 per cent of $119,303 = $56,550 (rounded)

(iii) 10 per cent of (ii) to cover potential increases in pensionable remuneration above:

$5,655 (rounded)

(iv) Benefit payable upon departure (31 July 1996):

$99,752 - ($56,550 + $5,655) = $37,547

(v) Amount payable in August 1998 (on the assumption that the pensionable remuneration did not increase between 1 August 1996 and 31 July 1998: $5,655 (refund of unused 10 per cent share)

Note: On the assumption that approval has been given on behalf of the Secretary-General in April 1996 and that the staff member will leave on 31 July 1996, no compensation in lieu of notice is paid as notice period will have been served.

(c) **Staff member who reached age 54 in December 1995, has 23 years and 9 months of contributory service as of 30 April 1996 and is placed on special leave for pension purposes as of 1 May 1996.**

In this case, the staff member will reach age 55 in December 1996 but will, at that date, not have had 25 years of contributory service. He/She would reach the latter threshold on 31 July 1997 and, consequently, would need to contribute to the Pension Fund until the end of July 1997:

(i) Termination benefit (+ 50 per cent rate): $99,752 (rounded)

(ii) Pension contribution (15 months) for the period 1 May 1996 through 31 July 1997:

$$23.7 \text{ per cent of } \$119,303 \times \frac{15}{12} = \$35,344 \text{ (rounded)}$$

(iii) 10 per cent of (ii) to cover potential increases in PR above:

$3,534 (rounded)

(iv) 5 per cent increase in pensionable remuneration as of 1 January 1997: New pensionable remuneration for P-5/IX: $125,268

Increased pension contribution (1 January-31 July 1997):

$$23.7 \text{ per cent of } (\$125,268 - \$119,303) \times \frac{7}{12} = \$825 \text{ (rounded)}$$

(v) Benefit payable upon departure (1 May 1996):

$$\$99,752 - (\$35,344 + \$3,534) = \$60,874$$

(vi) Amount payable in August 1997: $3,534 - $825 = $2,709 (refund of 10 per cent share less amount used to cover increase in pensionable remuneration)

Note: In addition, a staff member departing immediately after approval is given to his/her early separation would receive three months' compensation in lieu of notice.

UNITED
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Secretariat

ST/AI/415
2 April 1996

ADMINISTRATIVE INSTRUCTION

To: Members of the staff

From: The Under-Secretary-General for Administration and Management

Subject: REDEPLOYMENT OF STAFF

Introduction

1. The Organization is in the process of carrying out a substantive review of its staff and non-staff costs in order to achieve the vacancy rate and budget reductions mandated by the General Assembly in its resolutions 50/214 and 50/215 A of 23 December 1995.

2. As explained by the Secretary-General in his report to the General Assembly of 28 March 1996, 1/ the mandated vacancy rate and budget savings cannot be achieved without a significant reduction of staff costs. In the process, however, every effort shall be made to protect the career international civil service. For that purpose, the following means shall be used in the first place:

(a) Full use of attrition;

(b) Employment of retirees or staff beyond retirement age to be avoided in all cases where it would block opportunities for redeployment and career prospects of existing staff;

(c) Freeze in external recruitment, including for retired staff members, except for specialist needs which cannot otherwise be met within the Secretariat, replacement of staff on mission detail and continued intake at the P-2 level through national competitive examinations of candidates from un- and under-represented countries, as well as through G to P competitive examinations;

(d) Non-retention of staff beyond retirement age;

(e) Implementation of an early separation programme in 1996. 2/ Posts vacated through the early separation programme will be kept vacant to achieve the necessary reductions or, once this objective is achieved, for lateral redeployment opportunities for staff to be redeployed.

3. If all the means listed above are insufficient to achieve the necessary reductions, the head of department or office shall identify, on the basis of programmatic and structural considerations, the additional posts to be vacated. In accordance with the procedures set out below, he/she shall then initiate a review of staff members in the department or office who are at the level of the post(s) to be vacated and who belong to the same occupational group or discharge similar functions. The staff members eventually identified as being in need of placement shall be given the maximum opportunities for redeployment against available vacancies. The process shall be conducted as set out in detail below, in accordance with the requirements of the Charter of the United Nations and of the Staff Regulations and Rules.

4. The present instruction cancels and supersedes administrative instruction ST/AI/353 of 20 July 1988 on internal reassignment of staff: guidelines for ad hoc joint departmental advisory panels, which had been issued to implement the retrenchment mandated by General Assembly resolution 41/213 of 19 December 1986.

Overview of the redeployment process

5. Two successive comparative assessments shall be made, based on the criteria laid down in Article 101, paragraph 3, of the Charter and in staff rule 109.1 (c):

- First, in the context of a review leading to the identification of staff members who are in need of redeployment: This review shall be conducted in April 1996 3/ among similarly situated staff, as defined in paragraph 3 above, who occupy posts one or more of which must be vacated;

- Second, in the context of a review of staff members to be redeployed against available vacancies, for the purpose of determining whether their services can be effectively utilized in a suitable post: This review shall be conducted in May/June 1996. 4/

In both cases, the officials in a position to supervise the incumbents of the posts to be vacated or to be filled shall enter the relevant information in an individual review form (**annex II**) and in a comparative review form (**annex III**) on the basis of which a comparative assessment shall be made of the relative competence and suitability of the staff members under review. 5/

6. A consolidated list of all available vacancies ("compendium") shall be issued throughout the global Secretariat for posts in the Professional category, and at each duty station for posts in the General Service and related categories.

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7. A joint departmental panel shall be established in each department or office to advise heads of departments or offices on the comparative assessments to be made for the purposes of (a) identifying staff members to be redeployed, and (b) selecting staff members for available vacancies in the relevant department or office. However, at those duty stations where the Appointment and Promotion Panel considers the cases of a single office, the head of office may, after consultation with the staff, request the Appointment and Promotion Panel to discharge all the functions of the joint departmental panel as well as its own in the redeployment exercise with respect to staff in the General Service and related categories.

8. Joint departmental panels shall include a minimum of four and a maximum of eight members, half of them nominated by the staff and the other half appointed by the head of department or office concerned. A representative of the Office of Human Resources Management (OHRM) or the local personnel office shall serve in an ex officio capacity. In the course of its work, a panel may decide to divide itself into two subgroups to deal separately with staff in the Professional category and staff in the General Service and related categories.

9. The existing appointment and promotion bodies shall review the recommendations made by heads of departments or offices for the redeployment of staff to available vacancies in their respective departments and offices. For the purpose of this exercise, the Appointment and Promotion Board shall consider all recommendations for vacancies at the P-5 and D-1 levels, the Appointment and Promotion Committees shall consider all recommendations for vacancies within their purview at the Professional level up to and including P-4, without further reference to the Appointment and Promotion Board, and the Appointment and Promotion Panels shall consider recommendations for vacancies within their purview in the General Service and related categories.

10. The executive office or the local personnel office shall make available to the joint departmental panel and to the appropriate appointment and promotion body, at the beginning of their respective meetings, tables showing current vacancies at the level of the vacant posts, posts at that level which are to become vacant during the period through 31 December 1996 and posts at that level encumbered by staff members at a lower level. A notation for each vacant post shall clearly indicate whether a particular post is available for redeployment or whether it must remain vacant to achieve the necessary reductions. Those tables shall be returned to the representatives of the department/office concerned at the end of the meeting. The executive office or the local personnel office shall also provide the necessary information on geographical and gender distribution for staff in the Professional category.

11. Given the nature and purpose of the review to be conducted, it is particularly incumbent on all officials involved in the process to maintain the utmost discretion with respect to all information pertaining to the redeployment exercise.

12. The redeployment exercise shall be given the utmost priority by all concerned so as to ensure that the time-frame set out in annex I to this instruction is respected.

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Identification of staff to be redeployed from their present functions

13. Based on programmatic and structural considerations, the head of department or office shall determine how many posts must be vacated in order to achieve the necessary reductions. He/she shall initiate a review of staff members within the department or office who are at the level of the post(s) to be vacated and belong to the same occupational group or discharge similar functions. The review shall be made on the basis of the information entered on the individual review form (**annex II**) and the comparative review form (**annex III**).

14. On the basis of the results of the comparative review, the head of department or office shall make a preliminary determination of staff members who have the highest relative competence and who, as a result, are to be maintained in the posts which do not have to be vacated. The head of the department or office shall inform the other staff members that, based on a comparative review of similarly situated staff members, a preliminary determination has been made that they will have to be redeployed. At the same time, the staff members concerned shall receive a copy of their respective individual review forms and be invited to submit comments in writing to the joint departmental panel within 10 days of receipt of the preliminary determination affecting them.

15. The joint departmental panel shall review the preliminary determination of the head of department or office as to which staff member(s) will have to be redeployed. It shall be provided with a copy of all individual and comparative review forms as well as any comments received from the staff member(s). Using the criteria listed in the individual and comparative review forms, it shall review the preliminary determination made by the head of department or office and shall submit its recommendations to the head of department or office.

16. In the light of the joint departmental panel's recommendation, the head of department or office shall make the final decision as to which staff members will have to be redeployed from their present functions. Should the head of department or office disagree with one or more recommendations, he/she shall make a written record of the grounds for such disagreement, and the process shall continue.

17. The head of department or office shall inform individually the staff members concerned of his/her decision that they have been identified for redeployment and invite them to apply for suitable vacancies at their current grade from among those included in the compendium of available vacant posts. The decision shall, at the same time, be communicated to the Assistant Secretary-General for Human Resources Management.

Redeployment of staff against available vacancies

18. The following measures shall be taken in order to maximize redeployment opportunities:

(a) Immediate suspension of placement and promotion procedures under ST/AI/390 or ST/AI/413, 6/ for the duration of the redeployment exercise.

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However, cases for which an appointment and promotion body has already concluded its review may be completed;

(b) Communication by heads of departments and offices to the Assistant Secretary-General for Human Resources Management of all available posts in the Professional category. Available posts in the General Service and related categories are to be communicated to the Assistant Secretary-General for Human Resources Management for posts at Headquarters, and to the local personnel office for posts at other duty stations. The available posts to be communicated are those which are vacant or are projected to become vacant through 31 December 1996, and are not required to remain vacant in order to achieve the necessary reductions. Posts that have been advertised, but for which an appointment and promotion body has not concluded its review, shall be included in the list;

(c) When identifying vacant posts under subparagraph (b) above, heads of departments and offices shall indicate the occupational group and level of the post and provide a brief description of functions similar to the description provided for an internal vacancy announcement;

(d) For posts in the Professional category, all available vacancies throughout the Secretariat shall be listed in a compendium to be issued by OHRM. For posts in the General Service and related categories, all available vacancies at a given duty station shall be listed and issued by OHRM (for available vacancies at Headquarters) and by the local personnel office (for available vacancies at other duty stations). For each vacant post, the compendium shall indicate the occupational group and level of the post, as well as a brief description of functions. Vacancies listed in the compendium shall be posted at Headquarters and at offices away from Headquarters, as appropriate, and shall be given the widest possible distribution;

(e) While the head of department or office may temporarily assign a staff member from that department or office to a post listed in the compendium if this is required by the needs of service, posts listed in the compendium may not be filled on any basis other than temporary, laterally or otherwise, until the completion of the redeployment exercise.

19. Using the application form in **annex IV**, staff members in need of redeployment shall apply for vacancies in the compendium for which they consider themselves qualified. Staff members are requested to focus primarily on vacancies at their personal grade level. However, they may exceptionally apply for posts at a higher level for which they consider themselves qualified, on the understanding that, should they be selected for a higher-level post, promotion would not necessarily result and would have to be considered at a later stage in accordance with the normal placement and promotion procedures.

20. OHRM, or the local personnel office, shall also review all available vacancies and may propose for consideration qualified staff members in need of redeployment, even though they may not have applied.

21. All applications shall be submitted directly to the department or office concerned, with a copy to the Assistant Secretary-General for Human Resources Management.

22. The joint departmental panel shall review all staff members who have applied or have been proposed by OHRM or the local personnel office for available vacancies in the department or office concerned to determine whether the candidates meet the broad requirements of the post, and to assess their relative competence and suitability for the vacant post in question, using for that purpose the form shown in **annex III**. In the course of its review, the panel shall have due regard for equitable geographical distribution and gender balance when considering candidates for vacant posts in the Professional category. The panel's recommendations shall be submitted to the head of the department or office.

23. The head of department or office shall submit his/her recommendation in relation to particular vacant posts, together with a brief evaluation of the candidates, to the appointment and promotion body concerned (Appointment and Promotion Board for D-1/P-5 posts, Appointment and Promotion Committee for P-1/P-4, Appointment and Promotion Panel for General Service and related categories). A copy of all recommendations shall be submitted to the Assistant Secretary-General for Human Resources Management.

24. Each appointment and promotion body shall consider in a one-time review all the recommendations for the filling of the posts within its purview which are listed in the compendium. For that purpose, it shall receive all the relevant information which had been at the disposal of the joint departmental panel, as well as the report of that panel. The appointment and promotion body shall make a recommendation to the Secretary-General for final decision, which shall be taken in accordance with the provisions governing delegation of authority.

25. Staff selected for a given vacancy under these redeployment procedures shall be directed to report for duty within 30 days if the new post is at their present duty station, or 60 days if removal from one duty station to another is involved. The appointments of those who fail to do so may be terminated in accordance with the relevant staff rules and regulations.

Status of staff members who were not selected for available vacancies

26. Whenever possible, and subject to verification that the staff members possess the requisite skills, staff who were not selected for any post listed in the compendium shall be considered for assignments in special missions, or to projects or activities financed by extrabudgetary funds, provided that such funds are not of a temporary nature and that a continuing source of funding is available both for the emoluments and for any future termination benefits. Any such assignment shall be on the understanding that the appointment of the staff member concerned may be terminated at the end of that assignment if no other placement opportunity arises.

27. The appointments of staff who could not be redeployed under the procedures set out in the present instruction shall be terminated under staff rule

109.1 (c). Termination indemnity shall be computed in accordance with annex III to the Staff Regulations.

28. Staff members whose appointments are to be terminated as provided above and who are at the time of termination within two years of reaching age 55 and/or completing 25 years of contributory service in the Pension Fund may, upon their written request, be placed for a maximum period of two years on special leave for pension purposes to enable them to reach age 55 and to complete 25 years of service. 7/ In such cases, the entire cost of the full pension contribution of both the staff member and the Organization for the period in question shall be deducted from the termination indemnity and remitted in advance to the Pension Fund by the Organization to cover the period of special leave for pension purposes. Upon being placed on special leave for pension purposes, staff members shall be paid the balance of their termination indemnity, provided however that an amount equivalent to 10 per cent of the total pension contribution shall be withheld against the possibility of an increase in pension contributions during the period of special leave for pension purposes. Should such an increase occur, the Organization would pay to the Pension Fund the increased contribution, the increase being deducted from the amount withheld. Any unused amount shall be paid at the end of the period to the separated staff member, who shall receive an accounting of all payments made for pension contributions.

29. Staff members who request to be placed on special leave for pension purposes shall be required to sign an agreement acknowledging that they have severed all ties with the Organization except for the status of special leave for pension purposes, and that their entitlements from the Organization, with the exception of refund of amounts retained for pension contribution, will be fixed and finally settled on the basis of their status as of the date they commence special leave.

Date of effectiveness - resumption of normal procedures

30. This administrative instruction is effective immediately. The Secretary-General shall announce the date on which the redeployment process has been completed. At that time, placement, promotion and recruitment shall resume to meet the needs of the Organization.

Notes

1/ A/C.5/50/57, paras. 5 and 17-20.

2/ See ST/AI/414.

3/ See annex I to this instruction for specific dates by which the various steps of the first review must be completed.

4/ See annex I to this instruction for specific dates by which the various steps of the second review must be completed.

5/ Guidelines on the preparation and completion of the forms attached as annexes II and III will be issued shortly.

6/ ST/AI/413 of 25 March 1996 cancelled and superseded ST/AI/390.

7/ Amendments to the Staff Rules for this purpose will be promulgated shortly.

Annex I

REDEPLOYMENT PROCESS SCHEDULE

1. Secretary-General's report to General Assembly ..... 31 March

2. Based on Secretary-General's report, Controller confirms/indicates changes to proposals for reductions presented by Department heads ..... 4 April

3. Department heads establish joint panels by ..... 12 April

4. Briefing/training of panels ..... 15-19 April

Identification of staff to be redeployed		
1.	Department heads advise individually staff member concerned	16 April
2.	Department heads provide panel with list containing proposals regarding staff to be redeployed	16 April
3.	Panel reviews and submits recommendations to department head	25-30 April
4.	- Department heads make final decision - Decision communicated to staff members concerned and faxed to OHRM	1-3 May 6 May

Filling of vacancies		
1.	Department heads fax to OHRM/Personnel Office a preliminary list of available vacant posts	26 April
2.	Department heads fax final list of vacant posts to OHRM/Personnel Office, after decision on early separations	3 May
3.	OHRM to publish 2 compendiums (1 P worldwide, 1 GS for Headquarters) a/	8-9 May
4.	Staff members to be redeployed apply or are proposed by OHRM/Personnel Office	10-24 May
5.	OHRM/Personnel Office compiles applications and sends them to panel	28-31 May
6.	Panel reviews and sends recommendations to department heads	3-7 June
7.	Department heads recommend	10-12 June
8.	OHRM/Personnel Office compiles recommendations/sends to appointment and promotion bodies	13-19 June
9.	Appointment and promotion bodies review and make recommendations to Secretary-General	20-28 June
10.	Decision by Secretary-General/Director-General	1-4 July
11.	Individual staff member advised about redeployment	5-8 July
12.	Staff members not redeployed advised about separation	9-10 July

a/ Personnel Office publishes compendium for General Service staff at each duty station away from Headquarters.

Annex II

INDIVIDUAL REVIEW REFORM

NAME: NATIONALITY:		GRADE: DEPT./OFFICE:
	RATING	COMMENTS
I. PER (last 5 years/2 reports)		
1. Overall rating (1 to 5)		
2. Three specially important areas (Job or occupational group-related)		
(a) (1 to 5)		
(b) (1 to 5)		
(c) (1 to 5)		
II. QUALIFICATIONS/EXPERIENCE		
1. Current job (0 to 2)		
2. Other (0 to 2)		
3. Mobility (0 to 5)		
4. Languages per language (0 to 2) Maximum 2 official languages		
5. Job-related development/ training (0 to 2)		
III. SENIORITY/CONTRACTUAL STATUS		
1. In Organization 1/4 pt per year Maximum 20 years		
2. Contractual status Permanent: 10 Probationary: 8 Fixed-term > 5 years: 7 Fixed-term ≤ 5 years: 3		

Date: Name, title and signature of the official giving the above ratings

_____

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Annex III

COMPARATIVE REVIEW FORM

		NAMES			
	WEIGHT	WEIGHTED RATING	WEIGHTED RATING	WEIGHTED RATING	WEIGHTED RATING
I. PER (last 5 years/2 reports)					
1. Overall rating	3				
2. Three specially important areas (a)	1				
(b)	1				
(c)	1				
II. QUALIFICATIONS/EXPERIENCE					
1. Current job	1				
2. Other	1				
3. Mobility	1				
4. Languages	1				
5. Job-related development/training	1				
III. SENIORITY/CONTRACTUAL STATUS					
1. In Organization	1				
2. Contractual status	1				
IV. COMPARATIVE PRESENT PERFORMANCE (first review) OR COMPARATIVE ASSESSMENT OF WHETHER STAFF MEMBER MEETS THE BROAD REQUIREMENTS OF THE VACANT POST (second review)					
Enter rating for each staff member as per page 2 to this annex using weighting	3				
V. RELATIVE COMPETENCE/EFFECTIVENESS/ADAPTABILITY					
Enter rating for each staff member as per page 2 to this annex using weighting	2.5				
TOTAL					

Date: Name, title and signature of the official giving the above ratings

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COMPARATIVE REVIEW FORM (continued)

INDIVIDUAL SHEET

NAME: NATIONALITY:	GRADE: DEPT./OFFICE:	
	RATING	COMMENTS
IV. either COMPARATIVE PRESENT PERFORMANCE IN FUNCTIONS (for identification of staff to be redeployed from their present functions) or COMPARATIVE ASSESSMENT OF WHETHER THE STAFF MEMBER MEETS THE BROAD REQUIREMENTS OF THE VACANT POST (for redeployment of staff against available vacancies) Rate all staff under review on comparative basis (1 to 5) Explain under comments		
V. RELATIVE COMPETENCE/EFFECTIVENESS/ ADAPTABILITY Rate all listed staff on overall comparative basis (1 to 10) Explain under comments		

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Annex IV

APPLICATION FORM FOR STAFF IN NEED OF REDEPLOYMENT

NAME:

DEPARTMENT/OFFICE:

Please list below your application for posts contained in the compendium of vacant posts published in ST/IC/1996/...* If you apply for more than one post (you may apply for a maximum of five posts) please indicate your order of preference.

Your Individual Review Form should be attached to your application for redeployment.

Note: Please be reminded that, in principle, your application(s) for redeployment should focus on vacant posts at your grade level.

VACANCY No.:	POST TITLE:	DUTY STATION:
VACANCY No.:	POST TITLE:	DUTY STATION:
VACANCY No.:	POST TITLE:	DUTY STATION:
VACANCY No.:	POST TITLE:	DUTY STATION:
VACANCY No.:	POST TITLE:	DUTY STATION:

Please indicate below the reasons for which you consider yourself qualified for the above post(s).

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* For Professional posts and posts in the General Service and related categories at Headquarters. Posts in the General Service and related categories at other duty stations will be published separately by the local Personnel Office.